

REVISION CARDS

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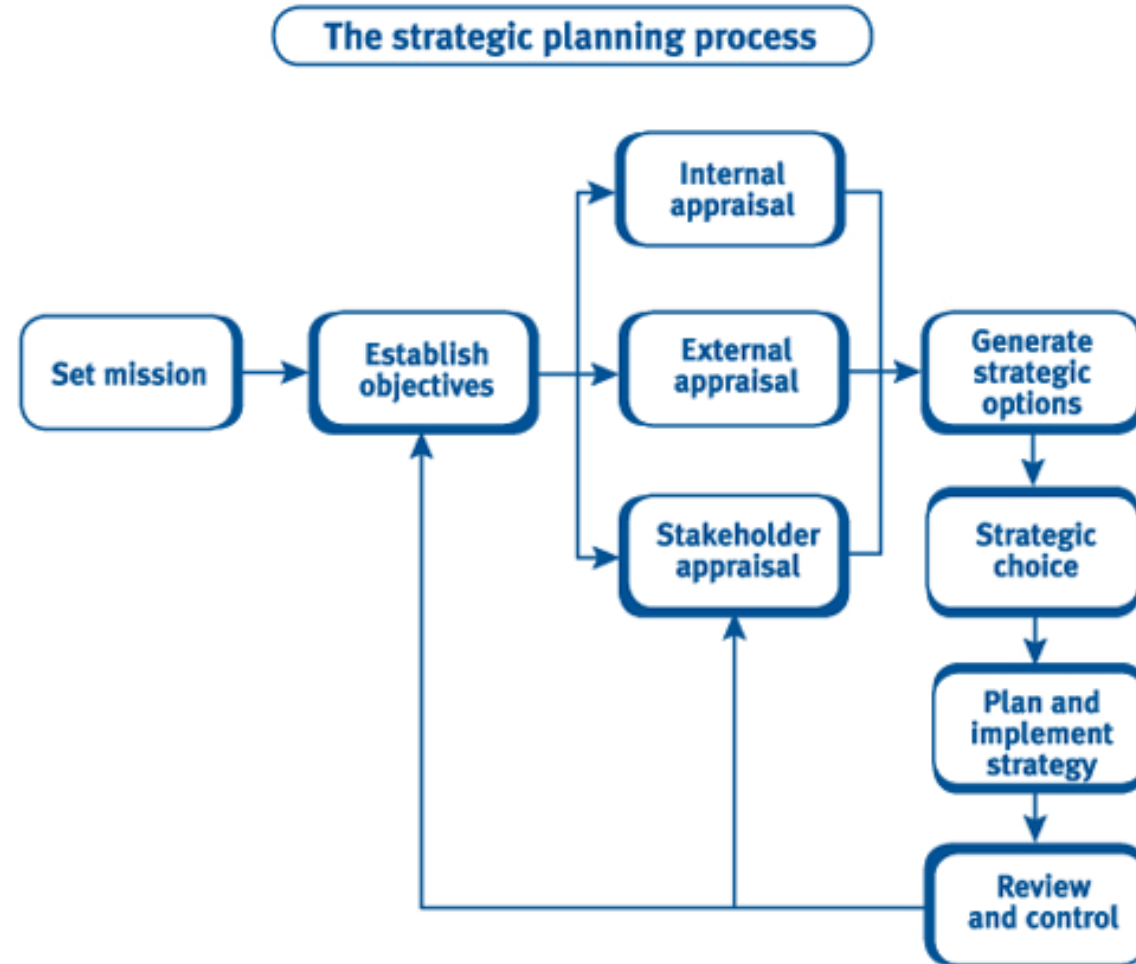
E3



Contents

- Rational Strategy Model
- Strategic Analysis
- Strategic Choices
- Strategy Implementation and Control
- Approaches to Strategy
Emergent Strategy (Henry Mintzberg)
- Logical Incrementalism
- Freewheeling Opportunism
- Internal Development
- Acquisition – Pros and Cons
- Joint Development
- Disposal / Divestment
- SAF Framework
- Country Risk
- Risk Management – TARA Framework
- Director's Fiduciary Duty
- Corporate Governance
Corporate Social Responsibility (CSR)
- Digital Metrics (Performance Measures)
- Balanced Scorecard – Kaplan & Norton

Rational Strategy Model - Illustration



Strategic Analysis

The key decisions of financial strategy

- Vision – Future
- Mission – Why do we exist?
- Objectives
 - SMART characteristics
- Internal Appraisal
 - The company
 - Strengths and Weaknesses
 - Porter’s Value Chain
 - Resource based view (VRIO)
 - External appraisal
 - The country / geography
 - PESTLE
 - The industry
 - Porter’s 5 Forces
 - Stakeholder appraisal
 - Mendelow Matrix

Strategic Choices

- **Choices**
 - **Porter's Generic Strategy**
 - **Cost leadership**
 - **Cost focus**
 - **Differentiation**
 - **Differentiation focus**
 - **Ansoff Matrix**
 - **Penetration**
 - **Product Development**
 - **Market Development**
 - **Diversification**
- **Selection**
 - **SAF framework**
 - **Suitability – Company objectives**
 - **Acceptability - Stakeholders**
 - **Feasibility - Finance**

Strategy Implementation and Control

- **Implementation**
 - Divisional planning
 - Change management
 - Conflict management
 - Management of culture

- **Review and Control**
 - CSF and KPI based controls
 - Review strategies regularly
 - Amend if necessary

Approaches to Strategy

- Rational / Planned Strategy
- Emergent Strategy
- Logical incrementalism
- Free wheeling opportunism